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ABSTRACT

This report presents guidelines and recommendations for developing the library which serves the Faculty of Medicine and its teaching hospitals at the University of Azarabadegan, Iran. The present library situation and recommendations, together with suggestions for their implementation, are offered. Recommended changes include the development of policies for materials collection, services, and processing. (AP)

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University of Azarabadegan Faculty of Medicine Library Report

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January, 1977

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World Health Organization
Regional Office for the Eastern Mediterranean

UNIVERSITY OF AZARABADEGAN FACULTY OF MEDICINE LIBRARY REPORT

This is a report of quidelines and recommendations for developing the Faculty of Medicine Library, University of Azarabadegan, Tabriz, Iran. It has been prepared by the Consultant under the sponsorship of the World Health Organization Eastern Mediterranean Regional Office, Alexandria. The World Health Organization and the officials of the University of Azarabadegan are to be commended for their eagerness to improve the library service available to students, faculty members and area health science personnel. Surely the improvements carried out as a result of careful study of this report will have a significant effect on the quality of health service in East Azarbayjan Ostan.

Introduction.--1. The objectives of this report are

(a) to describe the present library situation of the Medical Faculty;
(b) to recommend a series of changes in this situation which will significantly improve library service to students, faculty members and area health personnel; and
(c) to suggest certain ways in which these changes can be implemented.

2. The University of Azarabadegan was located in the eastern part of Tabriz, Iran, 550 kilometers Northeast of the national capital in Tehran. It occupied a campus of 300 acres which had been constructed in the past two decades. Tabriz had a population of 600,000 people and was the ostan capital of East Azarbayjan. The University was established in 1947 with the Faculties of Medicine and of Letters. It had 8000 undergraduate and graduate students of whom about 700 were enrolled in the Faculty of Medicine, 140 were enrolled as medical interns in affiliated hospitals and 200 were enrolled in the School of Nursing.

The Faculty of Medicine supervised the School of Nursing and seven affiliated teaching medical centres and hospitals. The Faculty was the second oldest and second largest school of medicine in Iran. The faculty of 140 was divided into fourteen departments. The M.D. degree was awarded after successful completion of a six year curriculum encompassing all aspects of medical science. The curriculum was prescribed by the Iranian Ministry of Science and Higher Education, but the local faculty had considerable instructional freedom within the national guidelines. The curriculum required teaching basic medical science for two years, clinical medical science for three years and a rotating internship for the final year. In the students' first year, and to a lesser extent in the later years, appropriate courses, some elective, were taken in the Faculty of Letters, Faculty of Science, Faculty of Pharmacy and Faculty of Education. Newly developed medical fields had been added to the curriculum in recent years, e.g., sports medicine and computer medicine.

The Faculty of Medicine encouraged its faculty members to carry out research projects, some of which involved literature use. Grants could be obtained from the Ministry of Science and Higher Education to defray research costs. In addition, research could be published in the quarterly journal of the Faculty of Medicine. This journal published papers in Persian but added French and English language abstracts of them.

3. In attempting to learn about the various aspects of the Tabriz situation, the Consultant held discussions with the following persons:

a. M. A. Faghih, M.D., Chancellor, two interviews.
b. I. Naghshenina, M.D., Vice Chancellor, brief interview.
c. A. Dilmaghani, M.D., Dean, Faculty of Medicine, two interviews.

d. Cyrus Ghaimmaghami, M.D., Vice Dean, Faculty of Medicine, two interviews.
e. Hasan Poorasjan, M.D., Vice Dean, Faculty of Medicine, one interview.
f. Adolfath Seghatoleslami, M.D., Director, Farmanfarmaian Childrens Medical Centre, one interview.
g. Ms. Haynes, M.S., Acting Director, School of Nursing, two interviews.
h. E. Rafiian, Dr. es Lettres, Vice Dean, Faculty of Education, one interview.
i. Seyd Yaghoubi, Dr. es Lettres, Associate Professor of French and Director, Central Library, one interview.
j. A. Delbaripour, M.A., Lecturer in Library Science and Library Advisor, Faculty of Medicine, four interviews.
k. Mehrdookht Vazirpour Kashmiri, M.L.S., Lecturer in Library Science, three interviews.
l. A. Simonpour, M.A., Lecturer in Library Science, one interview.
m. Heideh Beytollah, Librarian, Faculty of Pharmacy Library, one interview.
n. M. Leyladbadi, B.A., Librarian, Pahlavi Medical Centre Cardio-vascular Department, one interview.
o. Mr. Naqvi, Acquisitions Librarian, Central Library, one interview.
p. David MaGaffey, U.S. Consul, Tabriz, two interviews.
q. Margaret L. Hopkins, B.L.S., University of Azarabadegan Library Consultant, numerous interviews.

4. This report deals with the library problems of the Faculty of Medicine and its teaching hospitals. Five libraries and several collections are covered:

(a) the Faculty of Medicine Library; A. Delbaripour, Advisor;
(b) the Pahlavi Medical Centre Physician's Library;
(c) the Pahlavi Medical Centre Cardio-Vascular Department Library; Miss Leyladbari, Librarian;
(d) the Farmanfarmaian Childrens Medical Centre Library;
(e) the School of Nursing Library; and
(f) the several small medical collections located in department chairmen's offices, such as that of the Radiology Department, the only one seen.

It does not deal with the problems of other University of Azarabadegan campus libraries or with the undergraduate Department of Library Science in the College of Education, except to the extent that these organizations relate directly to Faculty of Medicine libraries.

5. In addition to the five medical libraries listed above, the Consultant visited several other interesting University units:

a. The Central Library
b. The Faculty of Science Library, well organized
c. The Faculty of Pharmacy Library, relatively small but well organized and used
d. The Department of Library Science, College of Education
e. In addition, the Consultant studied the prospectus prepared by the American Perira Company, an architectural firm with a Tehran Office. This plan calls for a new 28,000 square meter central University library building to be completed within the next five years, which has been financed by Her Majesty Queen Farah's Office.

6. In introducing this report it should be indicated that another University library development project had just been started and was underway while the Consultant visited Tabriz. The University Chancellor had engaged the services of Mrs. Margaret L. Hopkins, former Fulbright Professor of Library Science at the University of Tehran, one of the founders of the Iranian Library Association, former Librarian, Damavand College, Tehran, and Librarian Emeritus, Lynchburg College, Virginia, USA, as consultant for all aspects of campus library service. The Consultant conferred extensively with Mrs. Hopkins in Tabriz. In carrying out his own responsibilities, he does not wish to compromise any of her recommendations, but, instead, to support and supplement them.

Mrs. Hopkins was proposing extensive and profound changes in the campus system of library service and library education, several of which would soon affect Medical Faculty library service significantly. When he was there, it was impossible for the Consultant to know the extent, the manner or the time frame in which Mrs. Hopkins' recommendations would be implemented. Hence, the recommendations in this report often carry alternate approaches in order to allow for changing conditions in University of Azarabadegan libraries. Mrs. Hopkins' support in carrying out the recommendations of the present report will be vital.

7. The report is subject to several additional limitations:
   (a) it is based largely on information collected in Tabriz over a four day period, November 20-24, 1976, by the Consultant who speaks neither Persian nor Azarbayjannie;
   (b) the medical library profession is still a new one in Iran, and few well prepared medical librarians are available there; and
   (c) the development of good modern medical library service in Tabriz will require a number of years of dedication and hard work by many people.

Description of Present Libraries.--The Faculty of Medicine Library, on the main campus, contained a reading room seating 140 persons, a closed metal stack area containing 5000 volumes, mostly in medicine and mostly in English, with a few French and Persian language volumes. Books were charged out for home use. A public dictionary card catalog existed in an inadequate case. The current and back issues of about 180 foreign and domestic medical and biological journals were housed in a closed room in closed stacks behind the book stack area. Several volumes of the Index Medicus were available. Except for the reading room, the library seemed to be little used. The library staff consisted of Mr. Delbaripour, a full-time Department of Library Science faculty member assigned to the library part-time in an advisory role, two clerks who cataloged and charged out books and two tea server-janitors.

The School of Nursing had three and four year programs. It was the oldest nursing school in Iran and was moving into a four year Bachelors degree program. The School of Nursing Library occupied quarters in a classroom and residence building on the School campus on Shahnaz Avenue in southern Tabriz. It had a reading room seating 25 and two closed stack areas housing 2,000 volumes. A clerk was in charge. Most of the volumes were in English and some English language periodical issues were held.

The Faculty of Medicine Cardiovascular Department Library contained two rooms, one for media and one for print material. The latter served as a reading room and office and contained an attractive color coordinated card catalog for the 600 or so titles shelved in the library. The card catalog trays were not standard size and the cards were made from poor quality stock. The best thing about this library, aside from its attractive appearance, was its Librarian, Miss M. Leyladbadi. She was a four year graduate of the Tabriz Department of Library Science and was apparently quite active in pursuing the library's objectives. Periodical issues, theses, and monographs were available for the small number of users.

The Pahlavi Medical Centre Library occupied a room in the Faculty's primary teaching

hospital on the main campus. It had book shelves with glass and metal doors around the walls and a large table in the center. The library was designed to serve the hospital physicians and faculty members, interns, residents and technical staff. Several hundred volumes of monographs and several hundred periodical issues were there. Staffing consisted of two clerks.

The Farmanfarmaian Childrens Medical Centre Library contained about 500 volumes, mostly in English, mostly in medicine and entirely in closed stacks. Two small and incomplete card catalogs existed in inadequate catalog cases. The Librarian was absent and was said to have resigned and not yet to have been replaced. After some delay, a key was located and the Consultant's entourage was able to visit the library. It was apparently little used even though certain of its volumes dealt with pediatrics. This small room with steel stacks and a desk and typewriter for the Librarian stood next to an attractive combined reading room and classroom which would seat about 100 people. Two small windows at eye level permitted the Librarian to serve hospital staff members and students who wished to use library material.

Perhaps the University Central Library should be mentioned here since it contained several thousand volumes of older medical material in closed stacks. In addition, the Faculty of Pharmacy Library and the Faculty of Science Library contained closely related material available for use.

Recommended Library Objectives Statement.--The detailed objectives of the medical libraries should be clarified and spelled out on paper. Otherwise, their role and contribution to Tabriz medical education cannot be understood either by the staff or the clientele. The Medical Faculty Library's objective is to provide complete information service to campus and area medical faculty members, students and practitioners. Stated another way, the objective is to select from the world's print and non-print literature that portion most useful to this user group, to organize it appropriately and to promote its use. The library should support medical school purposes thru provision of print and non-print material which allows the user to see his or her activities in a world perspective. The types of users served, types of material stocked and kinds of services provided should be covered in this document. The Faculty of Medicine Library should discuss suitable objectives with the Faculty Library Committee and Medical Faculty administration and reach agreement on them. The objectives should explain anticipated relationships to students, faculty members, area health science practitioners and other Tabriz libraries.

Each one of the four health science libraries covered by this report should prepare such a document after discussion and agreement with its faculty members and appropriate officals. The nursing school and medical centre libraries should develop detailed objectives statements which emphasize service to their immediate user groups.

Recommended Library Organization and Administration.--1. In November 1976, the Faculty of Medicine had a system of libraries with five primary units plus several secondary units. These units were neither well organized, well coordinated nor well used. This situation was pointed out by Dean Dilmaghani. They needed to be brought under the supervision of one chief medical librarian who would coordinate and control their activities in order to maximize efficiency and service. They needed to be molded into the closely related units of a system, each one performing its unique and local function yet depending on the other units for complementary services.

2. In the University hierarchy, the Medical Library Director should report directly to the Faculty of Medicine Dean with an indirect reporting responsibility to the Director of the Central Library. In the event that Margaret Hopkins' recommendations are carried out and the Central Library Director is formally placed in charge of all branch libraries, then the previous recommendation should be changed accordingly.

3. The Cardiovascular Department Library should be integrated with the Medical School Library and its collection, equipment and staff moved to the latter location. While it was attractive and well organized on modern bases, the University cannot afford to staff and support a separate library for each teaching department. No more reason exists to have this one than to have any of the other departmental libraries which might be established.

4. The University-owned material in the collections in the department heads offices should be moved into the Medical Faculty Library. The reasons offered by the department heads for retaining them and for not using material in the main library are weak and misleading. In most cases, these collections are little used, partly because they are not fully available to students and faculty members. Instead of being prestige items, they should be located where they will be fully available to all potential users. Efforts should be consolidated to provide good service for the entire faculty. All three of the other branches in the Medical Library system--Nursing, Pahlavi, and Farmanfarmaian--should be retained since their remote locations demand local library service.

5. The Medical Library Faculty Committee should be encouraged and reconstituted since it has a useful function to carry out. Presently, it consists of faculty members who carry out material selection responsibilities. The committee should be appointed each year by the Dean who should name to it five to seven faculty members from various ranks who have a strong interest in library service and research involving medical literature. In addition, the Medical School Library Director and Assistant Director should be non-voting committee members and should take an active part in library material selection. The committee should undertake the new responsibility of serving a liaison function between the library and the faculty and student body. It should help to interpret the library's policies and activities to these two user groups and bring suggestions and complaints of various kinds to the library directors. The committee should meet at least twice each semester and should be advisory in nature to the Dean and the Director. In these ways, the committee can be of considerable usefulness to the faculty and the library.

6. Each one of the three other libraries in this system--the two hospital libraries and the nursing school library--should have a committee of faculty members and professional users to advise on its development. These committees should carry out a liaison function between library staff and user groups and advise on material selection in a manner similar to that of a faculty library committee.

7. A policy and procedure manual covering the policies guiding the library and procedures to be followed in all work areas should be written so each staff member can understand his or her tasks completely, step by step. The manual should be kept up to date each month by the medical library director. Such a manual provides the foundation on which dependable modern library service is built. Each one of the four libraries needs its own complete manual.

8. Library membership in the Iranian Library Association, the Medical Library Association and the Library Association Medical Section will bring in much helpful library science material and keep the professional library staff members abreast of recent developments in their field abroad.

9. The Director should be sent to visit the following relatively well developed Iranian health science libraries, which, to a considerable degree, can serve as models for Tabriz:

a. Imperial Medical Centre Library, Tehran
b. Pahlavi University College of Medicine Library, Shiraz, Afsar Mansourzadeh, Director
c. Torab Mehra Library at Nemazi Hospital, Shiraz, G. Azari, Librarian
d. University of Tehran College of Medicine Central Library, Nasrin Tajadod, Director

e. University of Tehran School of Public Health Library, Feri Feridoonian, Librarian
f. Cardiovascular Medical and Research Centre in Tehran, Azar Nasseri, Librarian

10. The Faculty of Medicine has just concluded an agreement with the University of Illinois for cooperation and assistance. This agreement carries the possibility of profitable cooperation between the University of Azarabadegan Medical Faculty library system and the University of Illinois Medical School Library in Chicago, Illinois and the Graduate School of Library Science in Urbana, Illinois, USA. It would be very desirable to send the Azarabadegan Medical Library Director and Assistant Director, at different times, to work full-time at the Illinois Medical Library for periods of at least one or two years apiece as professional library faculty members. In an effort to orient them to the work of that library, they should be given a variety of appropriate responsibilities, especially those which are relevant to the Tabriz library.

In addition, discussions should be initiated which would lead to a course of graduate library science study for either the Director or the Assistant Director, or preferably both, and would produce a further academic degree program for each one. The opportunity to learn western library science at first hand in one of the leading American graduate library schools should not be missed.

A third possibility exists. Illinois Medical School professional library personnel should be offered the opportunity of spending a year or two in Tabriz in full-time employment at one of the medical libraries. The leadership of such a person could be expected to have very positive results for Tabriz libraries. Perhaps a personnel exchange relationship involving several pairs of persons can be worked out.

Finally, several other cooperative possibilities could be worked out for this situation. Certain acquisitions services for U.S. monograph and serial material could be provided to Tabriz by the Illinois Medical School Library in Chicago. Literature searches from American data bases could be provided. Imaginative development of this relationship could be very profitable for both sides and could break new ground in cooperation between two such institutions.

11. The difficulty of obtaining overseas material by mail may be hard to solve, but the University should work closely on the problem with the PTT ministry and Iran Air.

12. Regular written monthly and annual reports should be prepared for the Medical Faculty Dean and Central Library Director. These reports should describe, summarize and analyse the activities of each library. They should provide an opportunity to assess the work accomplished during the year and to recognize high priority needs and failures. The Director should prepare them from the reports submitted by the branch librarians. They should be distributed to other medical and hospital libraries in Iran.

13. Perhaps it is significant that neither WHO nor University of Azarabadegan personnel mentioned Farida Youssef's brief 1973 WHO EMRO report on the University's medical libraries. This Consultant saw the $20,000 worth of medical literature sent to Tabriz by WHO during that period. The material had not been properly processed nor had any attempt been made either to protect it thru binding or to encourage its use thru housing on open shelves. This report contains many of the same recommendations that can be found in the excellent Youssef report and supplements it in other areas. Establishing a statement of library objectives, appointing a well qualified library director, expanding the reference and periodical collections, and cataloging and classifying the collection are among them.

It must be pointed out, of course, that some progress had been made at Tabriz, and certain of Youssef's recommendations have been implemented. The monographs have been classified, some have been cataloged, and an effort has been made to utilize Department of Library Science faculty members in the University libraries.

Recommended Personnel and Finance Policies.--1. No part of the Library is more important than its staff which must be selected carefully in order to obtain dynamic, intelligent, well educated, imaginative and hard-working persons. At the present time, for the Faculty of Medicine Library there should be one Director, one Assistant Director, one Reference Librarian, three circulation desk clerks, to cover the full schedule of opening, and one bilingual clerk-typist. If material processing is carried out in this library then at least one additional bilingual clerk-typist will be essential. The Director, Assistant Director, and Reference Librarian must be library school graduates.

2. In order to carry out the appropriate work required, over a period of time, branch library staffing complements should be built up to the following levels:

(a) the Nursing School should have one full-time Bachelors or Masters level librarian plus two full-time clerk-typists, the latter working on local processing and circulation;
(b) the Pahlavi Medical Centre should have one full-time Bachelors or Masters level librarian plus two full-time clerk-typists, and
(c) the Farmanfarmaian Medical Centre should have a full-time Bachelors level librarian and one full-time clerk-typist.

3. Chancellor Faghih should decide whether he wishes the College of Education Department of Library Science lecturers to be full-time faculty members, expected to carry out the full teaching and research responsibilities normally to be associated with such offices, or to be full-time college library directors carrying out the heavy responsibilities of administrative positions. It is impossible for one person to have the energy, time and understanding to carry out both positions satisfactorily or to carry out either position on a part-time basis.

This Consultant recommends that the present situation in which Mr. Delbaripour is assigned to advise the Medical Library be changed. Mr. Delbaripour is a superior faculty member, with a Tabriz M.A. in library science, graduate library science course work from both Wales' Aberystwith and Turkey's Ankara and at least two useful translations of English language cataloging and classification texts to his credit. He appears to be an energetic and knowledgeable librarian, also, and should be successful either as a full-time faculty member or medical faculty library director. However, it is unfair to require him to attempt to carry out both positions well. The Chancellor should chose between the two alternates.

In the event that the Chancellor chooses to allow Mr. Delbaripour to be a full-time instructor and researcher, then Miss Leyladbadi could be made full-time Director of the Medical School Library. Miss Leyladbabi seems to be an active and outspoken librarian, intelligent and capable. If she performs as well as Medical School Library Director as she has in her first few months as Cardiovascular Librarian, then the Chancellor and Dean should be pleased.

If neither Mr. Delbaripour nor Miss Leyladbadi becomes the full-time Medical School Library Director, then a search must be initiated for a well qualified outside Director of the medical library system. In that case, Miss Leyladbadi should be made either Assistant Director of the Medical Faculty Library or Librarian of the School of Nursing where her abilities can be utilized profitably.

4. The Medical Library Director should supervise directly the librarians in charge of the Pahlavi Medical Centre Library, the School of Nursing Library and the Farmanfarmaian Childrens Medical Centre Library. To maximize their achievement, he or she should work closely and helpfully with these librarians, meet with them regularly on an individual and group basis and work actively to help them improve book selection, reference and circulation service to their users. The Director should coordinate purchasing of all kinds, processing, staffing, finance and service and should serve as a liaison and

public relations officer. Strong ties should exist between each one of these branch librarians and the respective directors of the medical centres and the school in which they work. This should be a suitable organizational structure since the Medical Faculty Dean supervises the medical centres and the nursing school.

5. The Assistant Director should supervise the Medical Faculty Library's acquisitions, cataloging, reference and circulation service. He or she should work closely and directly with this library's staff members and with its students and faculty users. The Assistant Director must assist faculty members in selecting new material and see that it is ordered and cataloged. The policies and practices described in the Medical Library Handbook, listed below, should be followed.

6. Provision for reference, reading guidance and circulation service to students and faculty members is the responsibility of the Reference Librarian, under the supervision of the Assistant Director. Reference service involves compiling bibliographies, locating the answers to informational questions, assisting users in locating material in person and on the phone, and maintaining special index files. Circulation and material use must be supervised closely thru the circulation clerks. The Reference Librarian should sit at a special desk in the Medical Faculty Library reading room in order to be visible and available to give reference service.

7. Clerical staff members must assist the librarians in carrying out the above responsibilities, particularly with typing, filing, searching to identify titles, making phone calls, and charging out material. Bilingual typing is an essential skill for them to have. This staff allocation assumes that each position will be filled by a hardworking person. All staff members should be full-time employees working 35-45 hours per week.

8. Opportunities should be sought for sending the professional personnel to special workshops on health science librarianship in Iran or abroad. By this device, they can be educated further in understanding their responisbilities. The Masters degree level librarians in the library system should apply for Level I certification from the Medical Library Association, Chicago. With certification, they will thereby receive recognition for their knowledge.

9. Librarians with Masters degrees should be accorded faculty status and should have voting privileges at faculty meetings. Faculty titles should be given to these persons, also.

10. If recruitment of librarians continues to be a problem in staffing these libraries, it is possible that Mr. Naqui could be helpful in locating capable Pakistani librarians who could be hired with 2-3 year contracts to work for the University.

11. Each Faculty, school and hospital library should have a separate and descrete budget covering all of its financial needs, administered and controlled by its librarian, under the Director's overall supervision. Only in this way can the librarian spend with full understanding and take full responsibility for the wise use of these funds.

12. Budget projections are difficult to make, but the following figures can be suggested as appropriate and adequate to cover needs for the Medical Faculty Library. The annual material budget should be maintained at its present level of 400,000 tomans per year for monographs plus 250,000 tomans per year for serials. Due to their Latin language nature and to the regular price increases to be expected of Western scholarly material, these figures should be increased 15% per year. Increased demand for material will justify increasing the size of the material budget also. The annual equipment budget should be 15,000 tomans, and the annual supply budget (including Library of Congress cards) should be 6,000 tomans. Binding will cost about 30,000 tomans per year, primarily for periodical volumes.

9. Annual budget figures for the other system libraries should be the following:
   a. School of Nursing Library, 50,000 tomans for monographs and 35,000 tomans for serial subscriptions, 7,000 tomans for equipment, 700 tomans for supplies and 4,000 tomans for binding.
   b. The Pahlavi Medical Centre Library, 15,000 tomans for monographs, 15,000 tomans for serial subscriptions, 5,000 tomans for equipment, 700 tomans for supplies and 4,000 tomans for binding.
   c. The Farmanfarmaian Childrens Medical Centre Library, 15,000 tomans for monographs, 13,000 tomans for serial subscriptions, 4,000 tomans for equipment, 600 tomans for supplies and 3,000 tomans for binding.
   d. In all cases, annual price increases dictate annual budget increases of 15% in those figures.

10. The Faculty of Medicine Library Director should work closely with the University business office in processing library orders of all kinds, approving and paying invoices. Such cooperation is important if the library's financial work is to procede smoothly.

Recommened Library Processing Policies.--1. Little need be said about the cataloging and classification and serial handling of the Medical School Library and its branch libraries because this subject has already been covered in a report by Margaret Hopkins. She proposed to centralize all University Library acquisitions, cataloging and classification and serial administration in the Central Library and provided information on how this centralization and consolidation should be carried out. In the event that material processing remains in the hands of the Medical School Library and Mrs. Hopkins' recommendations are not implemented immediately, the following information should be helpful in supplementing her reports.

The Medical Faculty Library should provide centralized acquisitions, cataloging and classification service for monographs and serials and for all of the units in the medical library system as a way of extending the usefulness of the talent to be available there. With work reductions in the processing area, the branch librarians can stress reference and circulation service. The monograph collection in each medical and hospital library should be cataloged and classified according to modern library theory.

For most Latin alphabet material, Library of Congress cards should be ordered, Washington, D.C., 20450, USA. For that Latin alphabet material for which Library of Congress cards are not available, cataloging should be carried out in the Medical School Library according to the Anglo-American Cataloging Rules, available in book form from the American Library Association, 50 E. Huron Street, Chicago, Illinois 60611 USA.

2. For Farsi and Arabic material, the adaptation of the Anglo-American Rules prepared by the University of Tehran Central Library and the Tehran Book Processing Centre should be most satisfactory. Farsi catalog cards should be purchased from the Tehran Book Processing Centre whenever available.

3. The Consultant recommends that the monographs cataloged for the Medical and hospital libraries be classified by the National Library of Medicine classification system which is completely compatible with the Library of Congress classification used in the remainder of the University library system and is designed primarily for medical library use. In addition, the MESH subject heading list developed by the National Library of Medicine should be used, since it will fit local needs well. Citations for these tools are given below. The monograph collection should be analysed in detail and several subject headings made for each title. Such detailed treatment will make the collection more helpful to users. Suggested call numbers and MESH subject headings are printed on Library of Congress cards, another reason for using them. A subject authority file should be developed to assist catalog record keeping. A shelf list and public catalog showing author, title and subject headings should be developed in order to provide full cataloging service to users.

4. All unbound serial and monograph material in all libraries, including some of the present Farsi collection, should be bound in hard covers or else purchased in microfilm form. In this way, issues will be preserved for future use and will not be lost. Very few of the present periodical volumes are bound. A color schedule should be followed to separate the different bound serial titles, a policy not yet being followed in the Cardiovascular Library, incidently.

Recommended Service Policies.--1. Teaching methods influence library use patterns more than do most other factors. A teaching faculty which emphasizes memorization of basic lecture note or textbook material and little else will have missed its opportunity to bring to students a broader perspective and a greater variety of viewpoints on each topic. Restricting reading material to textbooks fails to introduce the student to the wealth of the world's literature on modern medical science. Any school which fails to require students to use a variety of sources in a variety of formats will not get its library used to any significant degree and will not be able to justify a large library expenditure. Faculty use of the library must normally precede the faculty requirment of student library use. Only when a faculty is fully aware of the value of reading printed and viewing non-print material as supplements or replacements to classroom lectures can it understand and make proper use of a library.

2. The librarian should hold regular orientation sessions for new faculty members and new students and staff members in each library to introduce them to that library's services. Few people understand the full range of services available and the intricacies of using them in a modern medical library. Each group should receive a library orientation lecture and tour. Individual orientation sessions should be held with new faculty members to build their confidence and understanding of library contributions to their teaching and research programs.

3. A library use course should be offered for Medical Faculty students. This should be a required credit course. It should carry three credits and can be taken from the twenty hours of elective courses allowed each student in the lower division years. The course should introduce students to library material and use and should develop confidence in making the fullest and most intricate use of library services. A similar credit course should be given in the Nursing School to teach students how to take full advantage of library services and extend their education.

In addition, instruction can be offered to students in library use in connection with the Medical Faculty course in Research Methods. Most medical research should begin in the library with a literature search so Tabriz medical researchers should learn how to carry on research properly by learning the library's value to them.

4. Each medical and hospital library covered by this report should provide reference and research service for students, faculty members, and area health personnel. In order to provide good reference service, a collection of useful books in several languages should be available. In each library, a staff member should be available at a desk in the reading room during the principal hours of opening to assist users in locating needed material and to answer their questions. Only with heavy reference use can the library be of maximum service to [illegible].

5. Tabriz [illegible] will soon be able to obtain overseas Medlars literature searches from the Imperial Medical Library, Tehran. That library will soon have a terminal connected to the USA, and searches will be available to the entire Iranian health science world. This medical library system should use them heavily.

6. Each librarian should be aggressive, imaginative and resourceful in seeking to identify student and faculty information needs and to discover types of information available to

satisfy them. All books should be on open reading room shelves to facilitate browsing since that is a popular way by which users find helpful material. The library should have liberal lending policies to encourage heavy use. Only when the library is used heavily can the investment in it be returned in full. Under these circumstances the library will have maximum impact on the curriculum.

7. The service plans of Mrs. Hopkins call for having the Medical Faculty Library contain only circulating monographs, all medical reference and periodical material being sent to and serviced by the Central Library. If this plan is carried out, then the Medical Library and its branches must work very closely with the Central Library to develop an active and cooperative service program.

8. If use is to be encouraged, then hours of service should be liberal and should be extended during examination periods. The Medical Faculty Library should be open for at least 85-90 hours per week, and the other system libraries should maintain schedules of at least 45-50 hours per week.

9. Cooperative interlibrary loan relationships should be established with other libraries on the University campus, elsewhere in Tabriz, in other ostans of Iran and in other countries to increase the availability of material for scholarly use. The purpose of interlibary loan is to facilitate the exchange of scholarly information and get material used heavily. Material should be particularly available to persons working in the health science field.

10. Photocopy service should be made available to students and faculty members in the Faculty of Medicine Library for all material in the health science library system. Both students and faculty members profit from the facility of taking with them copies of specific pages which interest them, thereby avoiding the necessity either of carrying a heavy volume around or of copying the useful pages by hand.

11. Circulation policies and practices and their rationale have been covered in Mrs. Hopkins' reports to the Chancellor. This report can merely confirm her statements and recommend simple and easy-to-use charging routines. The entire medical library system should use a common charging system. The student should be required only to show his University ID card before being allowed to charge out material. No fee should be charged.

12. The availability of various kinds of services from the Tehran Book Processing Center and the Iranian Documentation Centre in Tehran should be mentioned here. The medical and hospital libraries should take full advantage of these services. Irandoc offers reading room reference service and photocopy service in medicine to all Iranian university faculty members and students. It prepares special bibliographies on demand and publishes a series of directories and indexing and abstracting serials in Persian and English which will be helpful to Tabriz users. In addition, the Tehran Book Processing Centre publishes a series of technical monographs and serials which should assist Tabriz libraries in dealing with Persian material. Careful investigation of these services will repay the effort.

13. In order to increase understanding and use of library material, lists and explanations of services should be made available. A leaflet should be prepared which lists and explains each medical and hospital library's services to its students and faculty members. Copies of this leaflet should be distributed to each student and faculty member. Additionally a list of the serial holdings of the medical library system should be compiled and distributed to users.

14. The Medical Faculty Library should follow the lead of the Pharmacy Faculty Library in publishing a monthly bulletin listing the new material recently added to each library in the system. Such a bulletin can be useful to faculty members and students interested in learning about new material in their subject fields. This bulletin should be sent to other

leading Iranian medical libraries, also.

15. If Mrs. Hopkins' plans to establish a campus media center in the Central Library are implemented, then, presumably, medical media will be studied and serviced there for Medical Faculty users. Otherwise, by the end of 1980, a plan should be developed and implementation well started on a media center located in and directed by the Medical Faculty Library. This center should have its own hardware and soft ware fully available to the entire medical library system. Lists of appropriate material can be obtained from the National ~~Library of Medicine Media~~ Center in Atlanta, Georgia, USA, and the British National Bibliography Office, London, UK. Much useful health science material is available only in non-print form. Audiovisual

16. Although it cannot be given even a medium level priority in this report, a project should be developed eventually to establish patient libraries for recreational reading service in the Pahlavi and Farmanfarmaian Medical Centres. Such libraries would provide light reading in Persian and Turkish material.

Recommended Material Policies.--1. The Director and Assistant Director should write a collection development policy statement to show the emphases which should be given to each subject field and medium of communication, publication medium, time period and language. This detailed statement must indicate the depth of the collection sought in each medical subject field, whether an introductory collection, one sufficient to cover all of its subdivisions or one calculated to support research for each major type or medium of material. Separate statements should be written for each one of the branches of this health science library system to guide the development of the material collection. The Medical Faculty Library should be the research center for the system and the repository for older material as well as the center for most material useful to both medical students and faculty members. The Pahlavi Medical Centre Library should have a collection of currently useful material particularly oriented toward diagnosis, treatment and surgery. It need have little material older than 1960 but should contain material useful to the physicians, nurses and specialized technicians who work in that centre. The Farmanfarmaian Childrens Hospital Library will naturally emphasize pediatrics and will concentrate on recent material of practical value to the pediatricians, nurses and technicians working there. The Nursing School Library should contain the basic humanities, social science, science and medical material needed to serve its curriculum fully. In addition, it should contain the University's primary collection of nursing science material, naturally in both languages.

2. Non-health science material in any unit of the medical library system, except material covered in the Nursing School curriculum, should be tranferred to the Central Library or another appropriate campus library so room can be made for more medical material.

3. The Library Director and staff must be kept fully informed about all medical faculty research interests and projects. Since the Director must have material available for use on new subjects before it is called for, he or she must be alerted to new interests and projects as soon as they develop. This statement is as true of branch library users as it is of Faculty Library users.

4. By joining the duplicate exchange programs of the Medical Library Association, the World Health Organization, the U.S. Book Exchange, National League of Nursing and the American Nursing Association, The Faculty Library and branches can enlarge holdings, particularly of older periodical volumes, at modest expense. Lists arrive weekly from other medical libraries showing their duplicate material. The University can receive the material wanted and enlarge its collection if it will check these lists promptly.

5. Neither serials nor monographs should be ordered in duplicate. The duplicates presently available in the Faculty Library have not led to increased use. The budget should be used to bring to Tabriz as large and rich a variety of useful material as possible. Only when

very heavy use creates a need for two copies will they be justified. Of course, the separte locations of the separate faculty and medical centre libraries creates by itself the justification for some duplication of material.

6. The concept of custodianship now prominent in Iranian government thinking regarding libraries is obsolete and handicaps proper library development. This concept should not apply to these medical system libraries which would be handicapped by it. Material in heavy demand can be safeguarded by being placed on reserve. Older material which is no longer useful for medical history purposes and for which shelf space cannot be found can be boxed in dead storage and the cards for it removed from the public catalog.

7. Lists of the publications and services of both the National Library of Medicine, Bethesda, and the Medical Library Association, Chicago, should be obtained by writing to them. Appropriate and useful publications should be ordered.

8. The American Hospital Association, 840 N. Lake Shore Drive, Chicago, Illinois 60611, publishes several useful pamphlets on hospital library policies which should be obtained for the two medical centre libraries.

9. Serial selection should be carried out from the comprehensive lists given below. In general, the titles already held in the Faculty of Medicine Library are satisfactory, though some consultation is needed with the Faculty of Science Library concerning the biology titles received. Probably, these titles should be transferred to that library where they will be readily available to medical as well as science students.

10. Other Latin language health science serial titles should be selected from the Index Medicus list. All Persian language health science serial titles listed by Irandoc should be received in order to keep up to date with Iranian medical advances. The library may wish to purchase back serial runs on microfilm.

11. Pamphlets can be useful and a list of those in English can be obtained in the Vertical File Service Bulletin, published by the H.W. Wilson Company, 950 University Avenue, Bronx, New York 10452.

12. Some material may be ordered directly from the publisher, but the following book dealers will be useful in all libraries:

a. Blackwells, 49 Broad Street, Oxford, England OX1 3BQ for British material.
b. Blackwells North American, Inc., 10300 W. Allen Blvd., Beavertown, Oregon USA 97005 for U.S. material.
c. Stechert-Hafner Company, 16 rue de Conde, Paris 6, France, for European material.
d. Tahoori, Shahbad Avenue, and Danesh, Saidi Avenue, Tehran, for Persian material.

13. The Faculty Library should subscribe to the following bibliographies, indexes and reference sources for monograph selection and other essential purposes:

a. The Tehran National Library Accessions List, the Book Society of Tehran Accessions List, and the Tehran Book Processing Centre National Union Catalog should be used for Persian language material.
b. For English language monographs, the Current Catalog published by the National Library of Medicine, USA, should be used.
c. La Bibliographe Nationale, Paris, Circle de la Librarie Farancaise for French material.
d. Dictionaries for Farsi and English, French, German, Spanish, Persian, and Turkish.
e. The Persian language medical literature index now being prepared at the Pahlavi University Faculty of Medicine Library, Shiraz by Afsar Mansourzadeh.

10. The following reference and serial material should be purchased in the latest edition. All of these titles should be available in the Faculty Library and selected titles should be obtained for the school and medical centre libraries. Unless otherwise indicated, subscriptions should begin with January, 1977. All of them will be useful to capable librarians.

a. American Library Assocation. Standards for Library Services in Health Care Institutions. Chicago, 1970.

b. American Medical Directory. Chicago, American Medcial Association. Usually biennial.

c. Association of American Medical Colleges. Directory of Administrative Staff, Department Chairmen, and Individual Members in Medical Schools of the United States and Canada. Evanston, Ill., 1964- Annual.

d. Association of American Medical Colleges. Medical School Admission Requirements, U.S.A. and Canada. Evanston, Ill., 1951- Annual.

e. Basler, Beatrice K., Health Sciences Librarianship; a Guide to Information Sources. Detroit, Gale, 1976.

f. Bettman, Otto L., A Pictorial History of Medicine. Springfield, Ill., Thomas, 1956. 318 p.

g. Bibliography of Medical Reviews. Bethesda, National Library of Medicine. v. 1, 1955. Monthly, in Index Medicus and separately. Cumulated annually.

h. Blake, John B., and Roos, Charles, eds. Medical Reference Works, 1679-1966; a Selected Bibliography. Chicago, Medical Library Association, 1967. 343 p.

i. Brodman, Estelle. "The Delivery of Medical Information in the 1970's". Bull. Med. Libr. Assn. 59:579-584, October 1971.

j. Bulletin of the Medical Library Association. Chicago, v. 1, July 1911. Quarterly.

k. Charen, Thelma, and Gillespie, Constantine J. "MEDLARS Abbreviations for Medical Journal Titles". Bull. Med. Libr. Assn. 59:420-429, July 1971.

l. Clendening, Logan, comp. Source Book of Medical History. New York, Dover Publications, 1960, 685 p.

m. Colaianni, Lois, Manual for Librarians in Small Hospitals. Los Angeles, Biomedical Library, UCLA, 1971 (Medical Centre Libraries only).

n. Connecticut Association of Health Science Libraries. "Standards and Checklist for Health Science Libraries" Bull. Medical Library Association LXII (October 1975), pp. 417-21.

o. Current Medical Information and Terminology. Chicago, American Medical Association, 1971, 727 p.

p. Current Medical References. Los Altos, Calif., Lange Medical Publications. 1st. ed., 1959. Biennial.

q. Directory of Approved Internships and Residencies. Chicago, American Medical Association, 1947-date. Annual.

r. Duncan, Howertine Farrell. "Selected Reference Aids for Small Medical Libraries", Bull, Med. Libr. Assn. 58:134-158, April 1970.

s. EBSCO Subscription Services. Libraries' Handbook; a Guide to Periodicals. Washington, 1968- Biennial.

t. "Educational Activities in Areas Allied to Medicine", JAMA (annual Education Number)

u. Exerpta Media. Amsterdam, Excerpta Medica Foundation. 1947-date. Monthly.

v. Finch, Bernard. Multilingual Guide for Medical Personnel. Flushing, N.Y. Medical Examination Publishing Co., 1963. 159 p.

w. Geidy Pharmaceuticals. Scientific Tables. Ardsley, N.Y. 1970.

x. Giesler, Raymond H., and Yast, Helen T. "A Survey of Current Hospital Library Resources". Hospitals 38(12):55-57, June 16, 1974.

y "Guidelines for Medical School Libraries. Prepared by a Joint Committee of the Association of American Medical Colleges and the Medical Library Association", J. Med. Educ. 40:5-64, January 1965.

z. "The Health Science Library: Its Role in Education for the Health Professions", Journal of Medical Education XLII (August 1967), pt. 2, Entire issue.

a. Hospital Literature Index. Chicago, American Hospital Association. v. 1, 1945. Quarterly.

b. Hospitals: Guide Issue. Chicago, American Hospital Association. Annual.

c. Howe, Henry F., ed. The Physician's Career: Teaching Outline on Medical Practice and Community Relations for Physicians and Medical Students. Chicago, American Hospital Association, 1967. 99 p.

d. Index Medicus. Washington, National Library of Medicine. v. 1, 1960. Monthly. Cumulated annually as Cumulated Index Medicus.

e. Inke, Gabor. "A List of Most Frequently Recommended Medical Textbooks", Bull. Med. Libr. Assn. 59:589-598, October 1971.

f. International Abstracts of Surgery. IN Surgery, Gynecology and Obstetrics. Chicago, v. 16, 1913-date. Monthly.

g. International Nursing Index. New York, American Journal of Nursing Company in cooperation with the National Library of Medicine. v. 1, 1966. Quarterly, cumulated annually (Nursing School Library only).

h. JAMA Reference Directories. IN Journal of the American Medical Association, v. 163, 1963-date.

i. Joint Commission on Accreditation of Hospitals. Accreditation Manual for Hospitals. Chicago, 1971. 152 p.

j. Journal of the American Medical Association. JAMA. Chicago, American Medical Association. v. 1, 1883. Weekly

k. List of Journals Indexed in Index Medicus. Bethesda, Md., National Library of Medicine. 1960-date. Annual.

ll. Lorenzi, Nancy M. "Role of the Hospital Library Within the Hospital System". Bull. Med. Libr. Assn. 57:183-199, April 1969.

mm. Martin, Jess A. "Planning New Medical Library Buildings; an Annotated Checklist with Selected References". Bull. Med. Libr. Assn. 57:368-373, October 1969.

nn. Medical Directory. London, Churchill. Annual

oo. Medical Library Association. Directory. Chicago, 1950- Irregular.

pp. Medical Library Association. Handbook of Medical Library Practice, Gertude L. Annan and Jacqueline W. Felter, editors. Chicago, 1970. 411 p.

qq. Medical Library Association News. Chicago, Association, monthly.

rr. Mullins, Lynn S. "Sources of Information on Medical Geography". Bull. Med. Libr. Assn. 54:230-242, July 1966.

ss. National Health Council. Health Careers Guidebooks, Washington, United States Employment Service, latest, 250 p.

tt. National Library of Medicine. Current Catalog. Washington. 1966-date. Monthly, with quarterly and annual cumulations.

uu. National Library of Medicine. Current Catalog. Proof Sheets, Chicago, Medical Library Assn., Weekly.

vv. National Library of Medicine. Medical Subject Headings. Washington, 1963-date. Issued annually as part of the January issue of Index Medicus.

ww. National Library of Medicine. National Library of Medicine Classification. latest ed. Bethesda, Md. 300 p.

xx. Notes for Medical Catalogers. Bethesda, National Library of Medicine.

yy. Orfanos, Minnie. "The MLA Exchange; a Report". Bull. Med. Libr. Assn. 55:18-21, January 1967.

zz. The Practical Medicine Year Books. Chicago, Year Book Medical Publishers. 1901-date. Annual.

aaa. "Reference Tools for Nursing. Prepared by a Committee of the Inter-Agency Council on Library Tools for Nursing". Nursing Outlook 14(5):67-72, May 1966. (Nursing School Library only).

bbb. Robinson, B.H., Outline for the Organization of Hospital Libraries. Toronto, Canadan Hosptial Association, 1967.

ccc. Schmidt, J.E. Reversicon; a Medical Word Finder. Springfield, Ill., Thomas, 1958. 440 p.

ddd. Sewell, Winifred. Reader in Medical Librarianship. Washington, D.C. NCR/Microcard Editions, 1973.

eee. Stearns, Norman S., and Raticliff, Wendy, W. "An Integrated Health-Science Core Library for Physicians, Nurses and Allied Health Practioners in Community Hospitals", New Eng. J. Med. 283:1489-1498, December 31, 1970.

fff. Subject Guide to Books in Print; an Index to the Publisher's Trade List Annual. New York, Bowker, 1957-date.

ggg. Ulrich's International Periodicals Directory. latest ed. New York, Bowker, 2v. with supplements.

hhh. Vital Notes on Medical Periodicals. Chicago, Medical Library Association. v. 1, 1952 3 times a year.

iii. Walford, A.J., ed. Guide to Reference Material. 2d ed. London, Library Association, 1966-70. v. 1, Science and Technology.

jjj. Winchell, Constance M. Guide to Reference Books. 8th ed. Chicago, American Library Association, 1967. 741 p.

kkk. World Medical Periodicals. New York, World Medical Association, 1961. 407 p. Lists over 5800 journals. Supplement, 1968. 68 p.

lll. Yast, Helen T. "90 Recommended Journals for the Hospital's Health Science Library", Hospitals 41(13):59-62, July 1, 1967.

Quarters, Equipment and Supplies.--1. The present stack room in the Medical Faculty should be turned into a library processing room to hold acquisitions, serials and cataloging activities, if they are not sent to the Central Library. One of the remaining rooms should provide an office for the Director. The other room can be used for the Assistant Director's office. The circulation desk should be placed near the front door leading to the reading room entrance and staff members there can check books going out of the library. Inside the reading room should be the reference desk. The small rooms at the library entrance should be turned over to the library for office use.

2. All library material should be placed on open reading room shelves, in all Tabriz libraries. Shelves should have neither glass cases nor doors and should be easily adjustable. These requirements will facilitiate use rather than impede it.

3. The Nursing School Library collection should be moved into its reading room with a charging-reference desk at the door and shelves around the walls. This collection needs proper cataloging and classification as well as considerable enlargement. One of the present library rooms should become a workroon. These changes will greatly increase the availability and usefulness of the library material.

4. The Pahlavi Medical Centre Library should be given the room next door since it needs more space. Even so, it is likely that additional space will soon be needed for this library. Shelves should be installed around all of the walls to hold the overflow book and periodical collection.

5. The Farmanfarmaian Medical Centre Library should be moved into the large reading room and the material shelved around the walls. The librarian's work desk should be moved into the reading room and a clerk-typist should sit at a charging desk near the door. These changes will move the library out of the stacks and make it more accessible to users.

6. Two free standing wooden racks for displaying and promoting the use of new books should be installed in each library.

7. Wooden periodical display racks to hold latest issues and encourage their use should be made in Tabriz and installed in all libraries.

8. The following Persian language library equipment specifications should be obtained from

the Tehran Book Processing Centre, P.O. Box 11-1126, Tehran:

a. Atlas stand
b. Book case
c. Book holder & marking board
d. Book support
e. Book truck
f. Card catalog cabinet
g. Card sorter
h. Circulation desk
i. Circulation desk chair
j. Dictionary stand
k. Display equipment
l. File cabinet
m. Kardex
n. Library step stool
o. Map-case
p. Microfilm cabinet
q. Newspaper racks
r. Pamphlet box
s. Periodical display rack
t. Shelf-List
u. Tables, Chairs

9. Three vertical file cases are needed to hold correspondence, reports and pamphlets in the Medical Faculty Library. Each one of the branch libraries should have one of these cases.

10. Each library needs a new public card catalog and shelf list cabinet. The Medical Faculty Library cabinet should hold sixty trays and the other libraries should have smaller ones. The present catalog cabinets are poor examples which have the wrong dimensions.

11. Farsi and Latin alphabet electric typewriters with card roller and library keyboard are needed in each library for typing orders, correspondence, bibliographies and certain catalog cards.

12. Kardex or Acme cards and cabinets are needed in each library to keep records of serial receipt, claiming, payment and bindery information.

13. Mobile book trucks are needed on which to move material from room to room or to hold material being cataloged or on display. Three trucks are needed in the Faculty of Medicine Library and one in the each one of the branches.

14. Coat racks should be available for users in each library, to avoid cluttering the tables and chairs with them.

15. A storage cabinet should be purchased to protect and hold library supplies in each library.

16. The following useful supply items should be purchased for each library if they are not now available. Many of them can be purchased locally but pictures of them are available in American library supply and equipment company catalogs available at the Iranian Documentation Centre:

a. Charge cards and catalog cards of the proper card stock and size.
b. UNESCO book coupons can be purchased from UNESCO for use in purchasing material from other countries (Medical Faculty Library only).
c. Alphabetic dividers for the public card catalog, a set each in English and in Farsi.
d. Book spine marking equipment and supplies (Medical Faculty Library only).
e. Metal book supports.
f. An electric eraser.
g. Pamphlet storage boxes.

17. The following useful Persian language library supply specifications should be obtained from the Iranian Documentation Centre, P.O. Box 11-1387, Tehran:

a. Acknowledgement letter

b. Cancellation letter (request)
c. Date due
d. Establishement of an exhange relationship
e. Exchange claim letter
f. Gift claim letter
g. Multiple order form (on NCR paper)
h. Multiple selection form (on NCR paper)
i. Periodical record card
j. Renewal letter
k. Serials claims letter
l. Serial record card
m. Subscription claim letter

Conclusion and Acknowledgements.--As soon as possible, this report should be translated into Farsi so it can be understood fully by all Iranian readers. The report should be implemented section by section with those sections being implemented first which are already partially in effect or else are simplest for the University to implement. Harder sections can be dealt with later. In general, however, the sections on personnel, budget and physical facilities should be implemented first, if possible. With full cooperation from University officials, sincerely interested in improving library service, capable, imaginative library personnel will find ways to implement the other sections. Many of the report's recommendations should be carried out by the end of 1980. Most of the remainder should be planned and well started by the end of 1982. It may well be a decade before the majority of these recommendations can be carried out. This report should be useful during that entire time to guide library growth and development.

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cc: WHO-4, JH-3,